

## **PROJECT REPORT**

# **MARKETING OF HOTEL SERVICES AT HOTEL CLARK SHIRAZ AGRA**

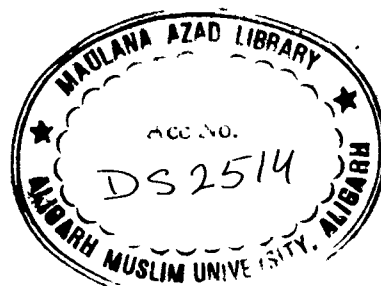
**BY  
NAJMI JAMAL ANSARI**

**DEPARTMENT OF BUSINESS ADMINISTRATION  
ALIGARH MUSLIM UNIVERSITY  
ALIGARH (INDIA)**

**1993**



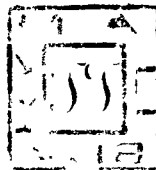
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*MARKETING  
OF  
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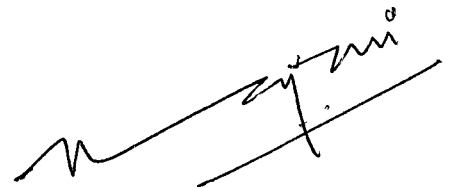
**AT  
HOTEL CLARKS SHIRAZ, AGRA**

### **ACKNOWLEDGEMENT**

At the very outset, I offer my gratitudes to Mr. B.K. Gupta, *Chief General Manager*, Hotel Clarks Shiraz, who gave me the chance to do the project in the organisation.

I, also, offer my sincere gratitudes to Mr. Rajiv Agarwal, *Dy. Manager (Sales)*, Clarks Shiraz, for being helpful to me whenever I faced any difficulty during the course of my project work.

I am grateful to them.

A handwritten signature in black ink, appearing to read 'NAJMI JAMAL ANSARI', written over a diagonal line.

NAJMI JAMAL ANSARI

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## **REASON FOR CARRYING PROJECT WORK IN HOTEL INDUSTRY**

As the basic requirement for the completion of 1st year MBA course, we were being told to do a 2 months summer job. I have done my summer job in a 5 Star Hotel, Clarks Shiraz, at Agra.

Although Agra is my birthplace, I didn't find much time or rather opportunity to know the potential of several historical monuments situated in Agra and around. By the word 'Potential' I mean how many tourist come to Agra to visit these monuments ? and thereby how much money is generated by these monuments. Doing summer training in Marketing Area in the oldest 5 Star Hotel in Agra was indeed a very good opportunity for me to know various facts about hotel industry and about Agra, too.

Having done training in marketing was really a great experience. The concept of marketing is almost have the similar meaning as in the product oriented industry. Well, the difference which I think is that the product industry produces tangible items and which can be accumulated, the product not sold today can be sold tomorrow, but in hotel industry the room (the product) not sold today is not sold forever, its that day revenue is lost. Secondly, in a product oriented industry, one cannot get

an instantaneous feedback about the product, that is, whether the product is good or bad, is a cash cow or simply a dog (cash cows are low growth, high share subjects. They throw off a lot of cash that the company uses to meet its bills and support other subjects that are cash using. Dogs are low growth share subjects. They may generate enough cash to maintain themselves but do not promise to be a large source of cash). Whereas, the case is somewhat different in hotel industry, your product is your hotel, rooms and its services, you get an instantaneous feedback of your product and service as soon as the customer uses it. The market person has the basic job of getting in touch with the customer on a regular basis and getting the feedback of the product and service.



## **BRIEF HISTORY OF CITY AGRA AND PLACES OF TOURIST INTEREST**

AGRA - A modern city with great Mughal culture, Agra is the zenith of Art and an enriched romance testimony to which stands one of the seven wonders of the world - the Taj Mahal. Tradition and legend ascribe the foundation of present day Agra to Raja Badal Singh in 1475 A.D., whose fort Badalgarh stood at or near the site of the present Agra Fort. The mention of Agra in the Epic 'Mahabharata' as 'Agrabana' or 'the garden of paradise' suggests that it has been the sister of Mathura, an ancient city in the vicinity.

It was with the arrival of the Mughals in 1526 A.D.; led by the founder Babar, that Agra entered an entirely new epoch of work of art and culture. Agra under the reign of the Mughal Emperor Akbar, Jehangir and Shahjehan, reaches its zenith between 1556 and 1658 A.D. Their passion for building endowed it with some of the commerce and culture. Shahjehan built the Taj Mahal as the final resting place for his queen, Mumtaz Mahal.

Today, Agra is a fast developing commercial and educational centre, but it is not surprising that modern Agra still reflects its Mughal culture and heritage, most conspicuously. A walk down

the unchanged narrow streets of the bygone era introduces one to the flavours of Mughal food and the sight of traditional craftsmen busy creating an endless chain of master piece.

#### PLACES OF TOURIST INTEREST

1. **Taj Mahal** : The Taj Mahal needs little information to even a new comer to Agra. Built by Shah Jehan as his memorial to his queen Mumtaz Mahal, the monument made of white marble took over 22 years to finish from 1630 to 1652. Two noteworthy features of this mausoleum are the elegant domes and the fragile screams of marble.
2. **Agra Fort** : Built by famous Mughal Emperor Akbar in 1565 AD, the huge fort is dominated by red sand stone construction. It houses the beautiful Pearl Mosque and many other noteworthy structures.
3. **Itmad-Ud-Daulah's Tomb** : Built between 1622-28 AD, by Nur Jehan in memory of her father Ghiasud-din-Beg, this white marble tomb is an impressive structure predating even Taj.

4. **Chini-Ka-Roza** : This is a memorial dedicated to the well known poet and scholar of Jehangir's reign-Allama Afzel Khan Mullah Shukrullah of Shiraz.
5. **Aram Bagh** : Aram Bagh is one of the earliest gardens laid by the Mughals and dates back to the era of Babar in the early 16th century.
6. **Sikandra** : The noteworthy monument here is the tomb of Akbar, which shows an interesting fusion of Hindu and Muslim art and architecture, reflecting the spirit of the emperor itself.
7. **Mariyam's Tomb** : Situated on the Delhi-Agra Highway, this red sand stone tomb is dedicated to the Rajput wife of Akbar and is said to have been built around 1611 AD.
8. **Jama Masjid** : A mosque dating to 1648 AD. A built by Jahanara Begum. The absence of minarets and the shape of the dome give it a distinguished character.
9. **Fatehpursikri** : 37 Kms. from Agra, Fatehpur Sikri, as we see it today, comprises the remains of the new capital that Akbar built. Predominantly red sand stone building sprawl over a huge area.

## **A BRIEF HISTORY OF HOTEL CLARKS SHIRAZ**

My first day in Clarks Shiraz was very good. I met with Mr. R. Agarwal, Deputy Manager (Sales). He started my training programme by briefly giving the history of the establishment of U.P. Hotels Ltd., of which Clarks Shiraz is a unit.

**History :** The existence of U.P. Hotels Ltd. is very interesting one. During the early 50's a ~~the~~ hotel existed in Benaras, owned by a lady by the name of Ms. Clarks. Alongside, a flourishing business existed of silk, being owned by Gupta and family. As this silk business attracted more and more exporters and importers from India and abroad, Mr. Gupta felt the need of having a suitable place for accommodating his clients to cater to their varying tastes. They bought the motel from Ms. Clark and converted it, through some modifications and expansion into the present and beautiful Clarks Varanasi Hotel in Benaras. This existence came in the year 1961. The businessmen coming from abroad to Benaras, had a strong feeling to visit Taj Mahal in Agra. Again, to cater to their needs, he established Hotel Clarks Shiraz in 1963. This is how Clarks Shiraz came into existence. Along with these hotels, two other hotels were also constructed

in the year 1971 viz. Hotel Clarks Amer in Jaipur (Rajasthan) and Hotel Clarks Awadh in Lucknow (U.P.).

In their expansion plan, they, the Gupta family, have newly established Hotel Clarks Khajuraho in Khujuraho (M.P.) which will start functioning in the year 1994.

U.P. Hotels Ltd. controls the functioning of 3 hotels viz. Hotel Clarks Shiraz Agra, Hotel Clarks Amer, Jaipur and Hotel Clarks Awadh, Lucknow, leaving Clarks Varanasi which remained as a franchise property.

Since 1962, till 1976, Clarks Shiraz enjoyed its pioneership with various organisations in all parts of the world. In 1976, a giant competitor, Mughal Sheraton (ITC-Welcome Group) came up with all the major modern facilities available. With an uncontemporary outlook, slowly and gradually, Shiraz became the number two hotel in category from number one. Due to some further problems, the hotel had to face further losses for about 3 or 4 years, till 1983 beginning, when it started its recovery.

In 1984-85 and 1986 tremendous amount of renovation work had been done to bring back the newness, the crispness, look and modernisation which immediately responded effectively in terms of securing more and more business every year.

Today though Clarks Shiraz still may be called number two hotel in terms of luxury in the city, it has created its own market share through various segments of the business to comfortably enjoy a fairly high profitable position.

Like any other industry, tourism has also been identified as an "Industry" where hotels are part of the basic infrastructure and play a major role for the following reasons:

- a) It creates employment
- b) It earns foreign exchange
- c) It is a service industry like many others
- d) It supports the Government in many ways as other industries do

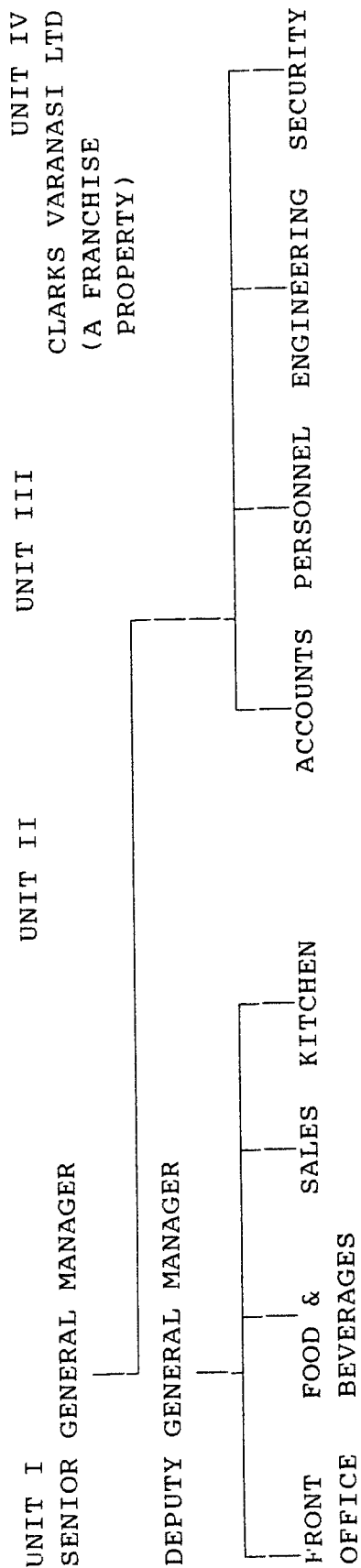
# HIERARCHY IN U.P. HOTELS LIMITED

CHAIRMAN / MANAGING DIRECTOR

BOARD OF DIRECTORS

EXECUTIVE DIRECTOR (NOMINEE)

CHIEF GENERAL MANAGER



## **BUSINESS DEFINED IN HOTEL INDUSTRY**

It is the manufacturing, distribution and trading of basically three determinant factors:

1. Make available daily hygienic, comfortably/ luxurious accommodations.
2. High quality food and cuisine variety in bulk or retail quantities.
3. Allied services.

### **Business Defined**

1. Manufacturing, selling, distribution and trading of deluxe accommodation needs for pleasure and for business of the foreign commercial traveller (FFIT); foreign pleasuring tours (GIT), Indian commercial travellers (DFIT); CVGR including foreign elements and domestic conferences on a basis of adequate long term profitability
2. Manufacture, selling, distribution and trading of for the categories mentioned above, their food and beverage requirements, including recreational (Pool, Beauty Parlour) and Communications (telexes, telephones, etc.) on a basis of adequate long term profitability



3. Initiating and maintaining direct contact and relations with guests, customers and users in different market segments.

#### **Service Role of Clarks Shiraz**

The role of itself is self-explanatory, as it entails providing in totality the service related to achieving accommodation, food and beverages needs of customers/users to ultimate consumer satisfaction.

## **DEFINING THE MARKET FOR HOTEL CLARKS SHIRAZ**

### **Rooms and Accommodation**

1. Since Agra is principally a city of tourist interest, the layout of the user is essentially that of leisure business. Besides that, there is a lot of business through foreign mission and Government of India protocol division.
2. Group incentive tours and other such bulk consumers of rooms are facing increased competitive price attacks thus calling the need for aggressive marketing of rooms and accommodation to continue its hold on the market.
3. International markets for Clarks Shiraz are:  
  
(a) U.K. (b) France (c) West Germany (d) Japan (e) Former U.S.S.R. (f) U.S.A. (g) Spain (h) Italy.

### **Food And Beverages**

For this product, the pure local user is divided in three categories.

- (a) Those who put up their guests at Clarks Shiraz and thus represent captive/linked Food and Beverages customers.

(b) The other group having entertainment accounts.

(c) Various families of different communities who have struck it rich recently and their this newly acquired wealth pushed them to eat it out at the hotel.

## **THE PRODUCT**

### **'The Clarks Shiraz, Agra**

Number of Rooms : 237

Breakdown of Rooms :-

Pool facing/Taj Mahal facing = 141

Others = 96

Double Bed = 147

Twin Bed = 90

Single Bed = x

Total = 237

#### **Location**

Clarks Shiraz enjoys the best location as compared to other 5 Star Hotels in Agra. It is situated in the city's most clean, quite exclusive area and overlooks the Taj Mahal and Red Fort.

#### **Transportation**

7 Kms. from Domestic Airport

3 Kms. from Railway Station (Cantt.)

1 Kms. from Shopping Buzaar (Sadar)

1.5 Kms. from Taj Mahal and Red Fort

5 Kms. from City Centre.

## **General Description**

Good Architecture with a 5 storey building overlooking the Taj Mahal and Agra Fort. The lobby especially after renovation is very good and add elegance to the hotel. The hotel also boasts of beautiful lawns which very often are the venue of marriages and other parties. It is spread over 8 landscape areas.

## **DESCRIPTION OF FACILITIES**

### **Mughal Room**

The only roof top restaurant in the city, serving Mughlai Indian Continental and Chinese specialities with an exposed kitchen. Service choicest of liquors. View of Taj Mahal and Agra Fort. Live vocal music.

Timings : 7.30 p.m. to 11.30 p.m.

### **Bansuri**

Cozy restaurant offering a wide range of snacks and mini meals. Situated at lobby level. Cover : 67

Timings : 6 a.m. to midnight

### **Shehnaz**

Serving a sumptuous buffet, famous for Indian and continental cuisine. Overlooking emerald lawns. Situated at lobby level. Breakfast, Lunch and Dinner. Total Cover = 230.

### **Conference And Banqueting**

A large number of halls, including the largest in Asia and are as available:

Theatre Style - Upto 750 persons.

Informal Banquet - Upto 800 persons.

Open Air Banquet - Upto 2000 persons.

### **Khayyam Bar**

Stocked with a collection of good wines, liquors and cocktails. Lobby level. Seats 30.

### **Roof Top Bar**

Beautiful bar, next to the Mughal Room, aptly styled and draped in maroon and gold, is almost a paradise affording a stupendous view of Agra Fort.

### **Swimming Pool Bar**

Amidst the glitter and relaxation of the pool side in the luxurious gardens of the hotel, this bar is a very beautiful one.

### **Other Facilities Including Recreational Facilities**

- Hair Dresser and Beauty Saloon
- Safe Deposit Box
- Shopping Arcade
- Money Exchange

- Magic Show, Folk Dances, Elephant Rides and Buggy Rides
- Refrigerators
- 24 hours room service
- Laundry and dry cleaning
- Travel and Excursion agents
- Air India, Indian Airlines Office, Lufthansa (German Airlines)
- Outside Swimming Pool
- Colour T.V. in some rooms
- Car Parking
- Doctor on Call
- Bank and Post Office
- Mock Weddings
- Green House
- Snake Charmer and Puppet Show

#### **What The Hotel Is Lucky About**

One of the very important thing that this hotel enjoys is that it is quite close to the main shopping centre of the city, which is the Sadar Bazaar. This is certainly a plus point as most tourists give equal importance to shopping next to sight seeing itself.

Easy access to all points of the city. This is possible because it is conveniently located closed to the heart of the city i.e. the area around the Agra Fort.

#### **What The Hotel Is Proud Of**

As has been mentioned before, it is the oldest 5 Star Hotel in Agra and very well known indeed. The owner and the managers of the hotel enjoys very good public relations with the local clients, travel agencies, commercial houses, both local as well as abroad.

A word about the food too. This very important product is indeed a proud feature for the hotel in its list of attractions. A survey was undertaken to prove that the quality of food over here is perceived to be the best in town.

#### **Where The Hotel Fall Short Of**

If the hotel is proud of its historical establishment in the city, it is facing the Grunt of it too. The fact remains that it is very old hotel and some of the staff are indeed very old.

Survey itself have revealed what the customers and guests of the hotel feel about the staff and believe that it is unprofessional.



It has been observed that as the competition has increased three folds with the quick emergence of the other three 5 Star Hotels, the thrust towards aggressive marketing has not been in proportional limits in this hotel resulting in allowing another hotel i.e. Mughal Sheraton to draw most of the local business for itself.

As far as manpower development is concerned, results are not upto the mark. However, efforts towards its effective and efficient development has begun.

### **The Synthesis**

Taking into serious consideration the above important points that are contributing to the deterioration of Clarks Shiraz and other factors such as the current standard of cleanliness and upkeep, it becomes quite obvious to the mind that if things continue like this and that unless new systems and schemes are ushered in, that are very professional and result oriented, this property could well be removed from serious consideration as immediate and direct competition to Mughal Sheraton and Taj View.

But nothing is deemed to be lost yet. We are seeing a string of major renovations of the hotel including changing of entire collateral material and graphics, the unending process of

including professional staff, the all important and much awaited greater thrust on marketing activities and the result of all this could well be that Clarks Shiraz could become a potential threat to our competitors, especially Mughal Sheraton and Taj View.

## **SEGMENTATION OF MARKET**

Sales as in Clarks Shiraz is broadly classified into inhouse sales and external sales. This is clear from the chart in which areas are shown where inhouse sales are being carried on e.g. restaurants, laundry, bars, PBX, health club, etc.

In the external sales category it is the rooms, banquets etc. where selling activities are focussed in great details following a definite strategy.

Now in the external sales category especially for the rooms, the type of people using them are further classified into 5 distinct segments, thus, arriving at the segmentation of market.

FFIT : Foreign Free Individual Traveller paying full rack rates.

DFIT : Domestic Free Individual Traveller paying full rack rates.

CVGR : Company volume Guaranteed rate (pertain to company's assessing certain room might annually and accordingly given discount according to discount scheme)

GIT : Group Incentive Tours (Foreign Tours of at least 10 persons).

Conference : Official meetings of various companies both local as well as outside ones.

**GENERAL MARKETING STRATEGY FOLLOWED BY  
CLARKS SHIRAZ**

1. By effective communication and correspondence, through direct mail, personal calls and selective advertising, it makes efforts to penetrate the international pleasure markets.
2. As the hotel has been renovated recently, resulting in giving it a much more beautiful outlook besides adding on convenience and luxury, it becomes imperative that it inform leading overseas tour wholesales directly on the renovated product.
3. Gives special attention to companies, especially the ones based in Delhi, so as to have foreign clients to stay at Clarks Shiraz.
4. As every foreign tourist and client is connected with either embassies, it becomes important to maintain excellent rapport with embassies in Delhi and Government of India protocol Division.
5. Emphasis on complimentary policy by welcoming familiarisation group and selected travel agents, journalists and airline staff.

6. active participation in International Travel Trade meetings and fairs.
7. Advertisement in leading hotel industry magazines.

## **MARKETING APPROACH ADOPTED BY CLARKS SHIRAZ**

With specific reference to rooms, most specific elements of its market approach has been mentioned below.

### **For Selling**

1. Efforts are organised to identify top producers accounting to around 50 and then through intensive and very close personal contacts, makes efforts to obtain and retain their business. These are grouped under category 'A'.
2. With regard to local market, Agra, its coverage is undertaken on a 4 week cycle for identified accounts, which then focuses on establishing new and important accounts on an average of five a month.
3. Takes great concern in maintaining vertical integration with Top producers at respective national Head Quarters by General Manager, Marketing Manager.
4. It also believes in a short term Blitz or medium term selling presence by Clarks team in feeding markets.

### **For Advertising**

For the publicity part, a specialised room advertising approach is being adopted whereby the complete renovation are

being announced and specially highlighting the ultra special features of Clarks Shiraz.

#### **Distribution**

It relies very heavily in Bombay, Delhi on Travel Agencies, Airlines as point of retail consumption.

#### **Data and Research**

Various information of business buying needs/ capabilities and the effectiveness of various promotional efforts are being maintained in a much refined manner. The unit also channelises efforts to work out relevant needs to know system in order to combat competitive threats and inroads into its market.



**MARKETING APPROACH ADOPTED BY CLARKS  
SHIRAZ FOR EACH OF THE MARKET SEGMENTS**

**F.F.I.T.**

(a) For Selling :

1. The Sales Manager ensures that the name of the hotel features in the Airlines Computer Reservation Systems.
2. The Sales Executives makes various personal calls to the Airport at Agra to talk to them into staying at hotel Clarks Shiraz.
3. The sales executives collect the visiting cards of all those guests who use the competitors and later on, tries to talk them into using Clarks Shiraz.
4. Major thrust is given to sales offices in Delhi and Bombay for intensive calling of Travel Agencies.
5. The Sales Manager visits Delhi and Bombay every 3 months to call on Travel Agencies and Airlines and also important persons for personal rapport.
6. Sales Offices in Delhi and Bombay strive to get pre and post tours for Clarks Shiraz for every International Conference held in Delhi and Bombay.

7. Sales offices in Delhi calls intensively on foreign missions in Delhi.
8. The Sales Executives in Delhi and Bombay call regularly on identified commercial houses in Delhi and Bombay who get foreign visitors and who usually like to visit Agra.
9. Regular calling on Protocol Division of Government of India, Delhi by the Sales Executives.
10. Following up with Taxi Drivers for tourists on incoming trains from Delhi.
11. The Office Manager introduces personalized stationary and welcome letters.
12. Provisions for work incentive by the Sales Manager for reception staff at Imperial, Siddarth Hotels, meridian, Claridges and other such hotels (mostly Delhi hotels) for recommending Clarks Shiraz.

(b) For Advertising

1. The General Manager, Marketing, obtains maximum free listings in international trade directories and international guide books.
2. Advertising in local news papers and magazines.

**D.F.T.I.****(a) For Selling**

1. Regular calling by Sales Executives in Delhi and Bombay on Travel Agencies especially in Delhi and Bombay.
2. Introduction of personalized stationary and welcome letters by Front Office Manager.
3. Visiting of Airport and collection of cards of those who are not using Clarks Shiraz. This is done by Sales Executives.
4. From market intelligence, the Sales Manager obtains the name of regular customers using their hotels and makes sales calls to connect them to Clarks Shiraz.
5. The Sales Manager finalises summer months packages and launches them through direct mail service.
6. Following up with taxi drivers.

**(b) For Advertising**

1. The General Manager ensures that rooms and facilities campaign in trade journals about renovations.
2. Glow sign at Delhi Airport.

**(c) For Data and Research**

1. The Front Office Manager maintains guest history card at the Front Office.

2. The F.O. Manager maintains record of regulars who have stopped using Clarks Shiraz.

3. Increase in personalisation by Sales Manager.

#### C.V.G.R.

This forms the most loyal client and most discount sensitive.

##### (a) For Selling

1. The Sales Manager finalises CVGR policy and monitors it monthly.

2. The Sales Executive in Delhi and Bombay call regularly on key offices and key potentials at Delhi and Bombay and in case of local office, Sales Executives of Clarks Shiraz.

3. All Sales Executives strive on increasing emphasis on securing long staying guests.

4. The Sales Manager identifies long staying guests of competitor hotels and then moves them away by offering additional value.

5. Introduction of personalized stationary and welcome letters by F.O. Manager.

##### (b) For Advertising

1. Direct mail service by Sales Manager

2. Merchandising special gifts always by Sales Manager

(c) For Data and Research

1. The F.O. Manager maintains guest history cards of the likes and dislikes of the regular clients.
2. The Sales Manager maintain record of their travelling patterns.
3. The Sales Manager maintains list of Birthday/Anniversary of clients and send wishes appropriately.

**Conferences**

(a) For Selling

1. The Sales Manager collects information on companies who hold their annual/biannual/quarterly conferences on regular basis.
2. The Sales Manager accepts domestic conference on very special rates.
3. The Sales Manager sends direct mail service to all companies.
4. The Sales Manager finalises conference packages which include incentives for wives.
5. The Sales Manager checks from competitor hotels regularly the conferences held there and follows up for further business.

(b) For Advertising

1. Conference/Banquet brochures are made by Sales Manager.

2. A portable conference album slide display for visual help is maintained by the Sales Manager.

(c) For Distribution

1. In the Sales Office, the Sales Manager maintains complete data on conference held regularly by commercial houses.
2. The Sales Manager follows up 3 months ahead of cycling conferences.
3. The Sales Manager maintains on conferences held with competitors.

G.I.T.

(a) For Selling

1. The F.O. Manager prepares a list of groups coming to Agra.
2. The Sales Offices in Delhi and Bombay call on Travel agencies in Delhi and Bombay to obtain bookings.
3. The Sales Manager visit Delhi and Bombay every 3 months for personal rapport.
4. The General Manager, Marketing or the Sales Manager attend important trade fairs - ITB, WTM etc. and cover countries nearby on pre and post tours.
5. The Sales Manager invites important tour operators staying in competitors' hotels and expose them to Clarks Shiraz.

6. Finalisation of Summer rates and over riding by Sales Manager.
7. The F.O. Manager provides tour leader/tour operator with personalized stationary.
8. The Sales Manager finalises incentive package and launches it through General Manager, Marketing. Package finalised is not standard one offered by competitor but unique in many ways.

(b) For Advertising

1. Feature in leading travel magazines

(c) Data and Analysis

1. The Sales Manager maintains the record of groups coming to Agra and staying with competitors. Collects information through Travel Agencies/Airport representatives/ Marketing intelligence and passes this information to the General Manager.

(d) Public Relation

1. The Sales Manager invites fam trips staying in competitors' hotels and hosts meal and cocktails.
2. The Sales Manager hosts cocktail parties for local agents twice a year.

**MONTHWISE FOREIGN TOURIST ARRIVALS 1984-1993**

Month	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Jan	91783	74390	95370	109822	121891	128071	141594	144173	177475	150019
Feb	85034	70980	87606	98416	108243	113098	124692	114567	167268	149680
Mar	80508	73688	98991	100079	105694	119665	117543	130178	148559	146191
Apr	72098	62407	74563	79761	79744	82769	91708	113862	134895	
May	54176	48658	59952	67487	67490	76253	77797	109988	123446	
Jun	52031	56366	76145	83015	82254	86393	84790	114658	124385	
Jul	76671	75769	93693	101325	107791	112464	109851	149215	160971	
Aug	66977	65766	86921	96742	100697	104967	101789	141830	153529	
Sep	60800	58866	76169	83207	86313	96510	91164	122693	139746	
Oct	71988	73734	97177	102384	112647	127308	114112	158942	174622	
Nov	65143	83216	105571	114273	125890	136334	126938	79649		
Dec	79294	93068	127605	127263	141347	153400	147972			
Total	856503	836908	1079700	1163774	1240001	1337232	1329950	1379755	1504896	



**ACTUAL AND PROJECTED FOREIGN VISITORS ARRIVAL TO INDIA**

Year	Number of Foreign Tourists	Percentage Change Over Previous Year
1984	852503	- 3.64
1985	836908	- 1.82
1986	1080050	29.05
1987	1163774	7.75
1988	1239992	6.54
1989	1337232	7.84
1990	1329870	- 0.55
1991	1300106	- 2.23
1992	1504896	15.75
*1993	1678621	11.54
*1994	1892840	12.76

Note : The \* marked year indicates projected year

## YEAR AND MONTH WISE PERCENTAGE CHANGES OF FOREIGN VISITORS

Month	Percentage Changes							
	85/84	86/85	87/86	88/87	89/88	90/89	91/90	92/91
Jan	-18.9	28.1	15.2	10.9	5.1	10.6	1.8	23.1
Feb	-16.5	23.4	12.3	9.9	4.5	10.3	- 8.1	46.0
Mar	- 8.5	34.3	1.1	5.6	13.2	- 1.8	10.7	14.1
Apr	-13.4	19.5	6.9	-0.02	3.8	10.8	24.1	18.5
May	-10.2	23.2	12.6	0.004	12.9	2.0	41.4	12.2
Jun	8.3	35.2	9.0	-0.0009	5.0	- 1.9	35.2	8.5
Jul	7.2	24.0	8.1	6.4	4.3	- 2.3	35.8	7.9
Aug	- 1.8	32.2	11.3	4.9	4.2	- 3.0	39.3	8.2
Sep	- 3.2	29.4	9.2	3.7	11.8	- 5.5	34.6	13.9
Oct	2.4	31.8	5.4	10.2	13.0	-10.4	39.3	9.9
Nov	27.7	26.2	8.2	10.2	8.3	- 6.9	-37.3	-
Dec	17.4	37.2	- 0.3	11.1	8.5	- 3.5	-	-
Gross	- 1.9	29.1	7.8	6.5	7.8	- 0.5	-14.2	16.6

## **FOREIGN TOURIST ARRIVALS TO INDIA**

### **SYNTHESIS**

During the year 1984-1993, foreign tourist arrivals including business traffic registered an annual growth rate of 9.5%, which is lower than the last decade 1971-1981, which registered an annual growth rate of 11%.

Religious fanaticism and political instability resulted in the lower growth rate. Till the year 1989, the growth was almost around 7% per year, but the year 1990 experiences a negative growth rate. This negative growth rate is thought to be recovered next year, but it was still quite below the expected growth rate in 1991. The year 1991 witnessed a large scale violence in which the minority suffered heavily. India's reputation was tarnished internationally, result, low turn over of the tourist that year. Similarly, in the end of year 1991, the Indian reputation was once again shattered after the Dec. 6 demolition of Babri Mosque at Ayodhya in U.P. Again, not so good arrival of tourists in India. The Tourism Industry suffered heavy losses on account of these militant activities.

## FORECAST

As per the Department of Tourism, Govt. of India, an annual growth rate of 15% of foreign passengers to India has been estimated.

Actual tourist arrival figures are now available up to 1992 and 3 months ended uptill March 1993. These figures indicate that positive growth potential exists but is greatly dependent on continued stability and various interpretation by overseas visitors (whether business or holiday maker).

Information given by major airlines serving Delhi and by the Department of Tourism indicate growth would be between 8-10% in 1994 and onwards.

## **MUGHAL SHERATON**

### **LOCATION**

Mughal Sheraton is situated in lovely location that is away from the rumpus of city life. it is situated on the Agra Fatehabad Road and is close to the Taj Mahal (just 1 Km). As it is located on the city limits it is quite far away from the main shopping centre of the Agra i.e. Sadar Buzaar. Peace and tranquility characterise the surroundings of the hotel. It was open in 1976.

### **GENERAL DESCRIPTION**

It is an elegant fort like structure exposing its bricks from the outside with a complete contrast from the inside having used 90,000 sq. ft. of marble. It is a two storey building with 5 bridges leading to guest rooms.

It boasts of an absolutely outstanding lobby and the decor adds to the ambience of the same. The hotel also boasts of huge gardens which are well maintained despite the water problem of the city and adds to the grandeur of the hotel. The architecture also is absolutely a unique one and stands out among the best.

### **NO. OF ROOMS**

The Mughal Sheraton has 285 rooms.

## **FACILITIES**

### **Baghe-E-Bahar**

Continental restaurant seating 120 persons with\* live band.  
Open for breakfast, lunch and dinner.

### **Mahjong**

Chinese restaurant on first floor facing Taj, seating 30 persons and a small bar to take 8 covers.

### **Nauratna**

Indian restaurant, a floor below the lobby, seats 80 and serves Mughlai and vegetarian.

### **Maikhana Bar**

It is in the lobby lounge, seats 80 and is open from 12 noon to 11 p.m.

### **Sarovar**

The coffee shop facing Taj, seats 20.

### **Taj Bano**

Buffet restaurant serving Indian, Continental Cuisines for breakfast, lunch and dinner.

### **Roe's Retreat**

48 covers, do it yourself catery.

### Other facilities

Outdoor swimming pool, Banquet Hall, 200 persons capacity, 2 small Committee rooms of 70-100 persons, Health Club, Beauty Parlour, Tennis, Croquet, minigold, Archery, Chess, Doctor on call, 24 hours room service, Shopping arcade, baby sitting, Astrologer, Elephant and Buggy rides.

### Rates Structure

Single Room	2400
Deluxe Room	2600
Jr. Suit	4500
Presidential Suit	7500
Single Room	2400 / 140 - 190
Double Room	2600 / 150 - 200

### G.I.T.

Single	2500
Deluxe	2600
Breakfast	90
Lunch	150
Dinner	175

Occupancy Percentage - 64%

F.F.I.T. - 13%

D.F.I.T.	- 4%
C.V.G.R.	- 6%
Conference	- 7%
G.I.T.	- 66%
L.O.	- 1%
Package	- 3%

### Strengths

1. Strong marketing set up
2. The best product it Agra currently.
3. It holds a very good image and has used Sheraton affiliation effectively.
4. It is owned by ITC (Indian Tobacco Co. Ltd.) which is the 6th largest Indian company in turnover. The hotel division Welcome Group has over 20 hotels in India and package deals are sold in trade fairs.
5. Welcome Group hotel in Agra has the highest demand. Therefore, selling other properties for groups becomes easier, as Sheraton personalises tour operators to use their property.
6. Food and Beverages sales are good especially at their Indian restaurant which has become a very well known place to eat.



**Weaknesses**

1. Some Mismanagement in recent years is earned a bad name for the hotel.
2. The attitude of the staff/management is that of a stiff neck.
3. It has a very strong union which at times restricts the ambitious plans of the hotel.

## **TAJ VIEW**

Year of Opening - 1986 (Taj Group)

Affiliation - The Taj Group of Hotels

### **Location**

It is very close to Mughal Sheraton and just a kilometre away from Taj Mahal. Taj View also, like Mughal Sheraton, is situated amidst a peaceful surrounding and similar like Mughal Sheraton, is quite a distance from the main shopping centre of Agra i.e. Sadar Buzaar. It is situated ahead of a volley of small hotels e.g. Hotel Amar, Mayur Complex, etc.

### **General Description**

One of the oldest 5 Star Hotels, after Clarks Shiraz, built on modern conception in 1974 by a private company. It was completely renovated under Taj Management in 1986 at a cost of 3-4 crores. it is a 4 storey with beautiful rooms and excellent view of the Taj Mahal from most of the rooms.

### **No. of Rooms**

Rooms - 95

Suits - 5

Total - 100

## Facilities

### Jhilmil

24 hours coffee shop serving Indian, Continental and Chinese cuisine.

Queen sized bed, individually controlled air conditioners, four channel music, closed circuit T.V.s, Floating Bar at the Swimming Pool, 24 hours room service, car rental, safe deposit lockers, Post Office, Doctor on Call, Shopping Arcade, Money Exchange Counter.

### Rate Structure (In U.S. \$)

	Single	Double
Standard Rooms	110	110
Taj Facing Rooms	125	130
Taj Facing Deluxe Rooms	130	140
Suits	225	225
Occupancy ratio in percentage		49%

### Estimated Market

F.F.I.T.	- 16%
D.F.I.T.	- 5%
G.I.T.	- 66%
Conference	- 3%

Package - 5%

C.V.G.R. - 5%

### **Strengths**

1. Affiliated to Taj Group having 13 best hotels in India.
2. Strong marketing set up.
3. Taj Hotels have 2 properties in London, U.S.A. and help Taj View to account for its international sales.
4. Very good image

### **Weaknesses**

Presently, Taj View has fewer food and beverages outlets in comparison to Clarks Shiraz and Mughal Sheraton.

**AGRA ASHOK**

Year of Opening - 1986

**Affiliation**

The Ashoka Group who have the highest number of hotels in India numbering 42.

**Location**

It has a good location but hotels like Taj View, Mughal Sheraton and Clarks Shiraz still have the edge. It is located nearer to the heart of the city and very much on the main road that is the Mall Road and is nearer to the Cantt. railway station and airport in comparison with the other 5 Star Hotels. Another advantage is being close to the heart of the city is that it is less than a kilometre from the main shopping centre of Agra city.

**General Description**

The latest 5 Star Hotel built in 1986, it is a two storey building with an ordinary setting i.e. not spectacular.

**Number of Rooms**

Twins	- 50
Doubles	- 6
Suits	- 2
Total	- 58



Occupancy Percentage - 55%

#### Market Estimates

F.F.I.T.	- 16%
D.F.I.T.	- 4%
C.V.G.R.	- 7%
Conferences	- 3%
G.I.T.	- 65%
L.O.	- 1%
Package	- 4%

#### Facilities

##### Shalimar Restaurant

Serves Indian and Continental cuisines and snacks 24 hours (78 covers).

Attached Bar - 14 covers.

Other Facilities - Special provision for pool side bar-be-que, 24 hour room service, swimming pool, Beauty Parlour, Shopping Arcade, Doctor on call, Bank and Money change, Palmist, Baby sitting, secretarial services, Conference rooms - each accommodating 125 guests and front side area available for outside functions.

**Rates Structure**

	F.I.T.	G.I.T.
Single	1100	1100
Double	1650	1500

**Strengths**

1. Member of Odnor Hotels - Representatives in South East Asia
2. Member of Golden Tulip World Wide Asra Orient
3. All India Instant Reservation Network

**Weakness**

1. Market perception, that of ITDC hotel services and maintenance not upto the mark.
2. No Aggressive marketing set up.

## **COMPETITIVE STRATEGY**

1. **Mughal Sheraton** - has conscientiously maintained its image of clientele from Top end of the market, be it G.I.T. or F.I.T.
2. **Taj View**
  - a) The hotel carries an image of hardly offering discounts and draws upon its chain strength from Bombay.
  - b) Patronage is a natural outflow from its clients at Bombay and Delhi.
  - c) Go all out on operational efficiency and discounts are only limited to large volume producers and are closely monitored.
3. **Agra Ashok** - Also carries an image of hardly offering discount and draws upon its strength from its chain.

## **MARKETING**

### **Competitors**

### **Clarks Shiraz**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>- Affiliation and support of Sales Offices and Hotels</li> <li>- Selling thrust from the overseas</li> <li>- International image</li> </ul> | <ul style="list-style-type: none"> <li>- No affiliation or Support</li> <li>- No selling thrust from overseas</li> <li>- No international image</li> </ul> |
|--|--|



- Well positioned to tap foreign markets
- No other Clarks property in North, South, West of India (except Jaipur, Varanasi and Lucknow)

## **CLARKS SHIRAZ Vs. COMPETITORS**

### **MARKET SURVEY 2**

For the understanding of how Clarks Shiraz fitted into the existing group of 5 Star Hotels, a small survey was undertaken on the basis of a questionnaire and results were obtained and synthesis done to review the current market situation of Clarks Shiraz in Agra as perceived by Indian nationals and foreign residents alike.

#### **Objective**

To study the current position of Clarks Shiraz in the competitive slot of 5 Star Hotels in Agra.

#### **Research Design**

Data Collection Method : The data was collected using the survey method.

Research Instrument : To achieve the objective of the survey a questionnaire was designed to gather information from each of the market segment.

Sampling Plan : For the purpose of the survey, information was gathered from a sample drawn from four distinct segments.

They were:

1. Travel Agencies in Agra
2. Commercial houses in Agra
3. Foreign individual traveller
4. Domestic free individual traveller

Sampling Size :

1. 5 Travel agencies
2. 15 Commercial houses
3. 10 F.I.Ts.
4. 10 D.F.I.Ts.

Selection of Sampling Units : All sampling units were chosen randomly. In case of non-cooperation by a respondent, it was substituted by the next conveniently located unit/respondent.

The various factors on the basis of which the survey was conducted are:

#### Factors

1. Location
2. Surrounding : Type of people living around
3. Environment : Any greenery or not
4. Physical decor
5. Swimming Pool
6. Lobby

7. Room size
8. Suite
9. Banquet Hall
10. Air Conditioning
11. Generator and Power Standby
12. Front Office
13. Reservations
14. Reception
15. Food and Beverages
16. Personalization
17. Handling of Repeat Guests
18. Food and Beverages, Lunch Time
19. Food and Beverages, Dinner Time
20. Service of Food
21. Coffee Shop
22. Indian Restaurant
23. Chinese
24. Bakery Products
25. Image
26. Health Club
27. Local Business

A sample survey was conducted to see if there are significant differences between Clarks Shiraz and other 5 Star Hotels at Agra. Sample of 40 travellers was taken and their opinions about these hotels regarding reservations, reception, food and beverages etc. were collected, tabulated and analysed.

An assumption i.e. null hypothesis,  $H_0^{(1)}$  was set up as below :

$H_0^{(1)}$  : There is no significant difference between hotels Clarks Shiraz and Mughal Sheraton

Another assumption  $H_0^{(2)}$  was made as under :

$H_0^{(2)}$  : There is no significant difference between hotels Clarks Shiraz and Taj View

Similar hypothesis were set up to test whether there is any significant difference between Clarks Shiraz and other hotels with respect to the factors mentioned above.

Since the sample taken was large, therefore normal test i.e. Z statistics, as below, were used to test these hypotheses.

$$Z = \frac{\text{difference between means}}{\text{standard error of this difference}}$$

In particular

$$Z = \frac{X_1 - X_2}{\sqrt{(\sigma_1^2/n_1) + (\sigma_2^2/n_2)}} \quad N(0,1)$$

where  $X_1$  = Average score for Clarks Shiraz

$X_2$  = Average score for Mughal Sheraton etc.

The calculated value of  $Z$  were compared with tabulated value of  $Z_\alpha$  at  $\alpha = .05$ ,  $\alpha = .01$  or  $\alpha = .001$  probabilities ( $Z_{.01} = 2.58$ ,  $Z_{.001} = 3.32$  and  $Z_{.05} = 1.96$ ), where  $\alpha$  = probability of rejecting a true hypothesis.

Table 1 : LOCATION

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.						3	10	20	7		40	7.775	0.82	1
M.S.					1	20	18	1			40	6.475	0.59	2
T.V.					5	16	15		1	3	40	6.625	1.24	3
A.A.		2	10	15	8	5					40	4.100	1.14	4

	Z	Z $\alpha$	
Clarks Vs. Mughal	8.468	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Taj View	4.893	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Agra Ashok	16.554	> Z <sub>.001</sub>	(Diff. is significant)

Table 2 : SURROUNDINGS

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.						2	8	17	11		40	7.575	1.92	1
M.S.					3	10	18	9			40	6.825	0.86	2
T.A.					10	14	16				40	6.150	0.79	3
A.A.					12	10	18				40	6.150	0.85	3

	Z	Z $\alpha$	
Clarks Vs. Mughal	2.251	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Taj View	4.334	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Agra Ashok	4.284	> Z <sub>.01</sub>	(Diff. is significant)

Table 3 : ENVIRONMENT

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.						1	9	18	12		40	8.03	0.79	1
M.S.						14	15	8	3		40	7.00	0.92	2
T.A.					9	22	9				40	6.00	0.67	3
A.A.					9	23	7	1			40	4.00	0.71	4

	Z	Z $\alpha$	
Clarks Vs. Mughal	5.371	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Taj View	12.394	> Z <sub>.001</sub>	(Diff. is significant)
Clarks Vs. Agra Ashok	23.996	> Z <sub>.001</sub>	(Diff. is significant)

Table 4 : PHYSICAL DECOR

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.				8	22	10					40	5.05	0.67	2
M.S.							4	7	20	9	40	8.85	0.88	1
T.A.			12	8	12	8					40	4.40	1.11	3
A.A.				13		14	11	2			40	3.73	1.28	4

	Z	Z $\alpha$	
Clarks Vs. Mughal	21.730	> Z <sub>.001</sub>	(Diff. is significant)
Clarks Vs. Taj View	3.171	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Agra Ashok	2.977	> Z <sub>.01</sub>	(Diff. is significant)

Table 5 : SWIMMING POOL

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.					7	18	15				40	6.20	0.71	3
M.S.							9	22	9		40	8.00	0.67	1
T.A.						8	24	8			40	7.00	0.63	2
A.A.					11	18	11				40	6.00	0.74	4

	Z	Z $\alpha$	
Clarks Vs. Mughal	11.643	> Z <sub>.001</sub>	(Diff. is significant)
Clarks Vs. Taj View	5.319	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Agra Ashok	1.231	> Z <sub>.01</sub>	(Diff. is significant)

Table 6 : LOBBY

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.						11	18	10	1		40	7.03	0.74	2
M.S.									6	34	40	9.85	0.36	1
T.A.				8	6	24	2				40	5.50	0.87	4
A.A.				1	9	19	11				40	6.00	0.77	3

	Z	Z $\alpha$	
Clarks Vs. Mughal	21.673	> Z <sub>.001</sub>	(Diff. is significant)
Clarks Vs. Taj View	8.472	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Agra Ashok	6.099	> Z <sub>.01</sub>	(Diff. is significant)



Table 7 : ROOM SIZE

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.					4	5	22	9			40	6.90	0.86	2
M.S.							4	28	8		40	8.10	0.54	1
T.A.					4	18	8	10			40	6.60	0.96	3
A.A.					10	19	11				40	6.03	0.72	4

					Z		Z $\alpha$	
Clarks Vs. Mughal					46.548		> Z <sub>.001</sub>	(Diff. is significant)
Clarks Vs. Taj View					1.472		> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Agra Ashok					4.906		> Z <sub>.01</sub>	(Diff. is significant)

Table 8 : SUITE

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.			9	22	9						40	4.00	0.67	4
M.S.								8	24	8	40	9.00	0.63	1
T.A.								11	22	7	40	8.90	0.66	2
A.A.					2	12	14	8	4		40	7.00	1.05	3

					Z		Z $\alpha$	
Clarks Vs. Mughal					34.385		> Z <sub>.001</sub>	(Diff. is significant)
Clarks Vs. Taj View					32.952		> Z <sub>.001</sub>	(Diff. is significant)
Clarks Vs. Agra Ashok					15.223		> Z <sub>.001</sub>	(Diff. is significant)

Table 9 : BANQUET HALLS

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.					11	18	11				40	6.00	0.74	1
M.S.					10	26	4				40	5.85	0.57	2
T.A.		8	22	10							40	3.05	0.67	2
A.A.		11	18	11							40	3.00	0.74	3

					Z		Z $\alpha$	
Clarks Vs. Mughal					1.020		> Z <sub>.05</sub>	(Diff. is significant)
Clarks Vs. Taj View					18.690		> Z <sub>.001</sub>	(Diff. is significant)
Clarks Vs. Agra Ashok					18.130		> Z <sub>.001</sub>	(Diff. is significant)

Table 10 : AIR CONDITIONING

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.				9	22	9					40	5.00	0.67	3
M.S.								7	26	7	40	9.00	0.59	1
T.A.					10	20	1				40	6.00	0.71	2
A.A.				15	20	5					40	4.75	0.66	4

	Z	Z $\alpha$	
Clarks Vs. Mughal	20.554	> Z <sub>.001</sub>	(Diff. is significant)
Clarks Vs. Taj View	6.478	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Agra Ashok	1.681	> Z <sub>.01</sub>	(Diff. is significant)

Table 11 : GENERATOR AND POWER STANDBY

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.						5	7	26	2		40	7.63	0.71	2
M.S.							10	20	10		40	8.00	0.71	1
T.A.						8	25	7			40	6.98	0.55	4
A.A.					3	9	12	15	1		40	7.05	1.00	3

	Z	Z $\alpha$	
Clarks Vs. Mughal	2.331	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Taj View	4.577	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Agra Ashok	2.991	> Z <sub>.01</sub>	(Diff. is significant)

Table 12 : FRONT OFFICE

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.					11	18	11				40	6.00	0.74	1
M.S.				10	20	10					40	5.00	0.71	2
T.A.				6	28	6					40	5.00	0.55	2
A.A.		14	13	12	1						40	3.00	0.87	3

	Z	Z $\alpha$	
Clarks Vs. Mughal	6.167	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Taj View	6.860	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Agra Ashok	16.612	> Z <sub>.001</sub>	(Diff. is significant)

Table 13 : RESERVATIONS

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.					10	11	19				40	6.23	0.78	2
M.S.						9	22	9			40	7.00	0.67	1
T.A.						8	24	8			40	7.00	0.63	1
A.A.			1	8	21	10					40	5.00	0.74	3

	Z	Z $\alpha$	
Clarks Vs. Mughal	4.736	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Taj View	4.857	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Agra Ashok	7.235	> Z <sub>.01</sub>	(Diff. is significant)

Table 14 : RECEPTION

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.					9	22	9				40	6.00	0.67	1
M.S.			9	24	5	2					40	4.00	0.74	3
T.A.			1	9	19	11					40	5.00	0.77	2
A.A.		16	12	8	4						40	3.00	1.00	4

	Z	Z $\alpha$	
Clarks Vs. Mughal	12.671	> Z <sub>.001</sub>	(Diff. is significant)
Clarks Vs. Taj View	6.196	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Agra Ashok	15.763	> Z <sub>.001</sub>	(Diff. is significant)

Table 15 : FOOD AND BEVERAGES

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.						1	9	19	11		40	8.00	0.77	1
M.S.					12	16	12				40	6.00	0.77	3
T.A.					3	7	17	13			40	7.00	0.89	2
A.A.					15	18	7				40	5.80	0.71	4

	Z	Z $\alpha$	
Clarks Vs. Mughal	11.616	> Z <sub>.001</sub>	(Diff. is significant)
Clarks Vs. Taj View	5.374	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Agra Ashok	13.284	> Z <sub>.001</sub>	(Diff. is significant)

Table 16 : PERSONALIZATION

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.						1	8	20	11		40	8.03	0.70	1
M.S.					9	22	9				40	6.00	0.67	3
T.A.					2	16	10	10	2		40	6.85	1.01	2
A.A.	11	18	11								40	2.00	0.74	4

						Z		Z $\alpha$						
Clarks Vs. Mughal						13.250		> Z <sub>.001</sub>	(Diff. is significant)					
Clarks Vs. Taj View						6.073		> Z <sub>.01</sub>	(Diff. is significant)					
Clarks Vs. Agra Ashok						37.441		> Z <sub>.001</sub>	(Diff. is significant)					

Table 17 : HANDLING OF REPEAT GUESTS

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.						11	18	11			40	7.00	0.74	1
M.S.					9	22	9				40	6.00	0.67	2
T.A.					1	12	14	12	1		40	6.00	0.89	2
A.A.		12	16	12							40	3.00	0.77	3

						Z		Z $\alpha$						
Clarks Vs. Mughal						6.336		> Z <sub>.01</sub>	(Diff. is significant)					
Clarks Vs. Taj View						8.517		> Z <sub>.01</sub>	(Diff. is significant)					
Clarks Vs. Agra Ashok						23.689		> Z <sub>.001</sub>	(Diff. is significant)					

Table 18 : FOOD AND BEVERAGES, LUNCH TIME

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.			8	23	9						40	4.03	0.65	3
M.S.			2	8	20	8	2				40	5.00	0.89	1
T.A.		1	9	17	3						40	4.05	0.80	2
A.A.	11	18	11								40	2.00	0.74	4

						Z		Z $\alpha$						
Clarks Vs. Mughal						5.677		> Z <sub>.01</sub>	(Diff. is significant)					
Clarks Vs. Taj View						0.303		< Z <sub>.05</sub>	(Diff. is insignificant)					
Clarks Vs. Agra Ashok						12.671		< Z <sub>.001</sub>	(Diff. is significant)					

Table 19 : FOOD AND BEVERAGES, DINNER TIME

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.					11	18	11				40	4.03	0.65	2
M.S.				10	20	10					40	5.00	0.71	1
T.A.			8	24	8						40	4.00	0.63	3
A.A.	11	18	11								40	2.00	0.74	4

	Z	Z $\alpha$	
Clarks Vs. Mughal	6.373	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Taj View	0.210	< Z <sub>.05</sub>	(Diff. is insignificant)
Clarks Vs. Agra Ashok	13.035	> Z <sub>.001</sub>	(Diff. is significant)

Table 20 : SERVICE OF FOOD

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.		14	16		8	2					40	3.20	1.25	3
M.S.				11	9	16	4				40	5.33	0.96	1
T.A.			2	8	19	10	1				40	5.00	0.87	2
A.A.		10	18	12							40	3.05	0.27	4

	Z	Z $\alpha$	
Clarks Vs. Mughal	8.558	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Taj View	7.490	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Agra Ashok	0.742	< Z <sub>.05</sub>	(Diff. is insignificant)

Table 21 : COFFEE SHOP

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.			21	2	12	5					40	4.03	1.15	1
M.S.				9	22	9					40	4.00	0.67	2
T.A.		4	9	19	6	2					40	3.83	0.97	2
A.A.		16	7	15	4						40	3.33	0.79	3

	Z	Z $\alpha$	
Clarks Vs. Mughal	0.119	< Z <sub>.05</sub>	(Diff. is insignificant)
Clarks Vs. Taj View	0.841	< Z <sub>.05</sub>	(Diff. is insignificant)
Clarks Vs. Agra Ashok	3.173	> Z <sub>.01</sub>	(Diff. is significant)

Table 22 : INDIAN RESTAURANT

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.		10	20	10							40	3.00	0.71	2
M.S.				9	23	8					40	4.98	0.65	1
T.A.	4	32	4								40	2.00	0.45	3
A.A.	12	16	12								40	2.00	0.77	3

	Z	Z $\alpha$	
Clarks Vs. Mughal	13.009	> Z <sub>.001</sub>	(Diff. is significant)
Clarks Vs. Taj View	7.523	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Agra Ashok	6.038	> Z <sub>.01</sub>	(Diff. is significant)

Table 23 : CHINESE

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.			9	22	9						40	4.00	0.67	2
M.S.				11	20	9					40	4.95	0.71	1
T.A.		4	32	1	3						40	3.08	0.62	3
A.A.		10		10	20						40	4.00	1.36	2

	Z	Z $\alpha$	
Clarks Vs. Mughal	6.150	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Taj View	6.370	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Agra Ashok	0.417	< Z <sub>.05</sub>	(Diff. is insignificant)

Table 24 : BAKERY PRODUCTS

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.	1	8	22	8	1						40	3.00	0.77	2
M.S.					1	7	23	9			40	7.00	0.71	1
T.A.		11	19	9	1						40	3.00	0.77	2
A.A.											40	-	-	-

	Z	Z $\alpha$	
Clarks Vs. Mughal	24.154	> Z <sub>.001</sub>	(Diff. is significant)
Clarks Vs. Taj View	-	< Z <sub>.05</sub>	(Diff. is insignificant)
Clarks Vs. Agra Ashok	-		

Table 25 : IMAGE

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.					6	6	20	8			40	6.75	0.94	3
M.S.						2	7	22	9		40	7.95	0.77	1
T.A.					5	2	5	18	10		40	7.65	1.26	2
A.A.			10	20	10						40	3.00	0.71	4

	Z	Z $\alpha$	
Clarks Vs. Mughal	6.245	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Taj View	4.684	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Agra Ashok	20.133	> Z <sub>.001</sub>	(Diff. is significant)

Table 26 : HEALTH CLUB

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.				1	4	15	18	2			40	6.40	0.83	2
M.S.				1	5		9	23	2		40	7.35	1.17	1
T.A.					21	19					40	5.48	0.44	3
A.A.		2	17	13	6	2					40	3.73	0.93	4

	Z	Z $\alpha$	
Clarks Vs. Mughal	4.188	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Taj View	6.194	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Agra Ashok	13.550	> Z <sub>.001</sub>	(Diff. is significant)

Table 27 : LOCAL BUSINESS

Hotel	1	2	3	4	5	6	7	8	9	10	Total	Mean	S.D.	Rank
C.S.						3	18	17	2		40	7.20	2.04	1
M.S.					13	17	2	5	3		40	6.20	1.23	3
T.A.						7	12	15	3		40	6.80	2.20	2
A.A.		5	9	14	7	5					40	3.90	1.34	4

	Z	Z $\alpha$	
Clarks Vs. Mughal	2.657	> Z <sub>.01</sub>	(Diff. is significant)
Clarks Vs. Taj View	0.844	< Z <sub>.05</sub>	(Diff. is insignificant)
Clarks Vs. Agra Ashok	8.558	> Z <sub>.01</sub>	(Diff. is significant)

## **SYNTHESIS OF THE MARKET SURVEY 2**

Following is the headwise analysis from a statistical overview of the scores attributed to each head in four hotels by the 40 respondents.

### **1. Location**

- a. With regard to Mughal Sheraton (MS), the difference was significant and in favour of Clarks Shiraz (CS).
- b. Difference between CS and TV was found to be significant and in favour of CS.
- c. Significant difference observed between AA and CS and again in favour of CS.

### **2. Surroundings**

- a. Significant difference between CS and MS, and in favour of CS.
- b. Significant difference between CS and TV, and in favour of CS.
- c. Significant difference between CS and AA, and in favour of CS.

### **3. Environment**

- a. Significant difference between CS and MS, and in favour of CS.
- b. Significant difference between CS and TV, and in favour of CS.
- c. Significant difference between CS and AA, and in favour of CS.



**4. Physical Decor**

- a. Significant difference between CS and MS, and in favour of MS.
- b. Significant difference between CS and TV, and in favour of CS.
- c. Significant difference between CS and AA, and in favour of CS.

**5. Swimming Pool**

- a. Significant difference between CS and MS, and in favour of MS.
- b. Significant difference between CS and TV, and in favour of TV.
- c. Significant difference between CS and AA, and in favour of CS.

**6. Lobby**

- a. Significant difference between CS and MS, and in favour of MS.
- b. Significant difference between CS and TV, and in favour of CS.
- c. Significant difference between CS and AA, and in favour of CS.

**7. Room Size**

- a. Significant difference between CS and MS, and in favour of MS.
- b. Significant difference between CS and TV, and in favour of CS.
- c. Significant difference between CS and AA, and in favour of CS.

**8. Suite**

- a. Significant difference between CS and MS, and in favour of MS.
- b. Significant difference between CS and TV, and in favour of TV.
- c. Significant difference between CS and AA, and in favour of AA.

**9. Banquet Halls**

- a. Significant difference between CS and MS, and in favour of CS.
- b. Significant difference between CS and TV, and in favour of CS.
- c. Significant difference between CS and AA, and in favour of CS.

**10. Air Conditioning**

- a. Significant difference between CS and MS, and in favour of MS.
- b. Significant difference between CS and TV, and in favour of TV.
- c. Significant difference between CS and AA, and in favour of CS.

**11. Generator and Power Standby**

- a. Significant difference between CS and MS, and in favour of MS.
- b. Significant difference between CS and TV, and in favour of CS.
- c. Significant difference between CS and AA, and in favour of CS.

**12. Front Office**

- a. Significant difference between CS and MS, and in favour of CS.
- b. Significant difference between CS and TV, and in favour of CS.
- c. Significant difference between CS and AA, and in favour of CS.

**13. Reservations**

- a. Significant difference between CS and MS, and in favour of MS.
- b. Significant difference between CS and TV, and in favour of TV.
- c. Significant difference between CS and AA, and in favour of CS.

**14. Reception**

- a. Significant difference between CS and MS, and in favour of CS.
- b. Significant difference between CS and TV, and in favour of CS.
- c. Significant difference between CS and AA, and in favour of CS.

**15. Food and Beverages**

- a. Significant difference between CS and MS, and in favour of CS.
- b. Significant difference between CS and TV, and in favour of CS.
- c. Significant difference between CS and AA, and in favour of CS.

**16. Personalization**

- a. Significant difference between CS and MS, and in favour of CS.
- b. Significant difference between CS and TV, and in favour of CS.
- c. Significant difference between CS and AA, and in favour of CS.

**17. Handling of Repeat Guests**

- a. Significant difference between CS and MS, and in favour of CS.
- b. Significant difference between CS and TV, and in favour of CS.
- c. Significant difference between CS and AA, and in favour of CS.

**18. Food And Beverages, Lunch Time**

- a. Significant difference between CS and MS, and in favour of MS.
- b. Insignificant difference between CS and TV.
- c. Significant difference between CS and AA, and in favour of CS.

**19. Food And Beverages, Dinner Time**

- a. Significant difference between CS and MS, and in favour of MS.
- b. Insignificant difference between CS and TV.
- c. Significant difference between CS and AA, and in favour of CS.

**20. Service of Food**

- a. Significant difference between CS and MS, and in favour of MS.
- b. Significant difference between CS and TV, and in favour of TV.
- c. Insignificant difference between CS and AA.

**21. Coffee Shop**

- a. Insignificant difference between CS and MS.
- b. Insignificant difference between CS and TV.
- c. Significant difference between CS and AA, and in favour of CS.

**22. Indian Restaurants**

- a. Significant difference between CS and MS, and in favour of MS.
- b. Significant difference between CS and TV, and in favour of CS.
- c. Insignificant difference between CS and AA.

**23. Chinese**

- a. Significant difference between CS and MS, and in favour of MS.
- b. Significant difference between CS and TV, and in favour of CS.
- c. Insignificant difference between CS and AA.

**24. Bakery Products**

- a. Significant difference between CS and MS, and in favour of MS.
- b. Insignificant difference between CS and TV.
- c. No awards allotted to Agra Ashok as there is no bakery product of its own.

**25. Image**

- a. Significant difference between CS and MS, and in favour of MS.
- b. Significant difference between CS and TV, and in favour of TV.
- c. Significant difference between CS and AA, and in favour of CS.

**26. Health Club**

- a. Significant difference between CS and MS, and in favour of MS.
- b. Significant difference between CS and TV, and in favour of CS.
- c. Significant difference between CS and AA, and in favour of CS.

**27. Local Business**

- a. Significant difference between CS and MS, and in favour of CS.
- b. Insignificant difference between CS and TV.
- c. Significant difference between CS and AA, and in favour of CS.

**MAJOR TOUR OPERATORS FEATURING AGRA****U.K.**

Kuoni Dorking  
Speed Bird  
Wings  
Hayes and Jarvis  
Thomas Cook  
Bales  
Page and Moy

**U.S.A.**

Gateway Holidays  
A.F.A.  
Four Winds  
Leans  
Travel World  
Memphil Harris  
Globus Gateway

**France**

Jet Tours  
Hotel Plan  
Kuoni Paris  
Enn Wendley  
Mont Pensier  
Nouvelle Frontiers

**Spain**

Politour  
Unituvi  
Catai  
Mandala

**Italy**

Kuoni  
Etli  
Mistral  
Elitali

**West Germany**

Raifessen  
Hauser  
Nur  
Atash  
Tui  
Marco Polo  
Studiossus Reizen

**Australia**

A & K  
Golden Tours  
Adventure World

**Japan**

NEC  
UTS Series

**Sweden**

Vingressor

## CONCLUSION AND SUGGESTIONS

After the completion of Summer Training in Clarks Shiraz, I came to the conclusion that this hotel even having certain plus points over the other 5 Star properties in Agra, like:

1. Situation quite close to main shopping centre i.e. Sadar Buzaar.
2. Quite close to the heart of the city.
3. Oldest 5 Star property in Agra and is very well known. The management enjoys a very good public relations with local clientele.
4. Quality of food is considered best in town.

Still, it is ranked 2nd and Mughal Sheraton is ranked first in the 5 star properties in Agra, because there are certain drawbacks with Clarks Shiraz which pushes it out on the second position, like :

1. The staff is quite old and is quite unprofessional.
2. The thrust towards aggressive marketing has not been in proportional limits in this hotel.
3. As far as man power development is concerned, results are not upto the mark.



There are certain areas in which there is a possibility of improvement and which, if implemented, can further boost up the Clarks Shiraz market share. The areas are:

1. A greater thrust on marketing area.
2. Increase of rooms upto 300.
3. A greater thrust on organising more conferences, marriages and birthday ceremonies etc.
4. Discounting procedure should be made more public. Although many people know about such system, but still one large chunk of wealthy businessmen are unaware of such a system.

I am sure if these suggestions are implemented, Clarks Shiraz is going to see a new market share for them and in the coming years can even find it on No. 1 position.

### Commercial Houses

1. State Bank of India
2. Punjab National Bank
3. Canara Bank
4. Bank of India
5. Central Bank
6. Life Insurance Corporation
7. New Oriental Insurance Corp.
8. National Insurance Corp.
9. New India Insurance Corp.
10. Indian Oil Corp.
11. Bharat Petroleum Corp. Ltd.
12. Indo Burman Petroleum (IBP)
13. Steel Authority of India
14. U.P.F.C.
15. Bata
16. Liberty
17. Carona
18. Wasan Exporters
19. Bremco Exporters
20. Tej Shoe Co.

### Travel Agencies

1. Sita
2. Travel Corporation of India
3. Mercury Travels
4. Jet Air
5. Taj Travels
6. Touraids
7. Pleasure Tours
8. Jogina Tours
9. R.G. Travels
10. Culture Tourism & Travel
11. Ashok Tourism & Travel
12. Travel Planner
13. Expert Tours and Travel
14. Paston Tours and Travel
15. Travel House

21. Tejumal
22. Sterling Machine Tools
23. Ravi Agriculture Co.
24. Usha Martin Industries Ltd.
25. Usha Internationals
26. Pee Cee Cosma Soaps
27. Eldeco Housing Ltd.